

SAB KAAM EK DUKAAN























"GO TO MARKET PLATFORM": BUILDING INDIA'S LARGEST LAST MILE DISTRIBUTION PLATFORM

VAKRANGEE LIMITED
Q4 & FULL YEAR FY2023-24 RESULTS UPDATE

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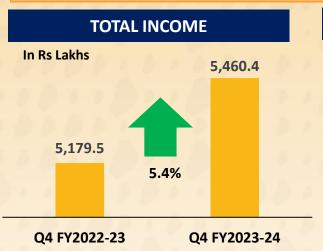


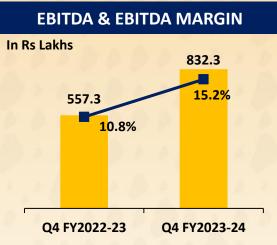
RESULTS PERFORMANCE & GROWTH STRATEGY UPDATE

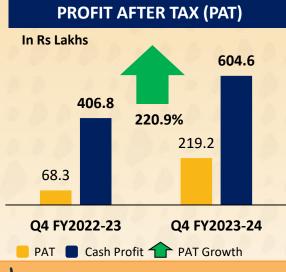


RESULTS PERFORMANCE UPDATE

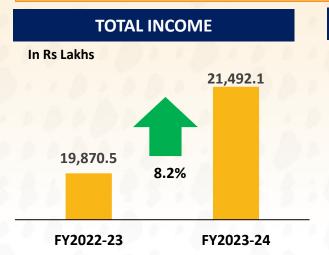
Key Highlights – Q4 FY2023-24 (Y-o-Y Basis)

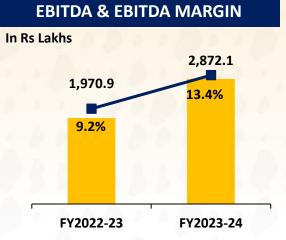


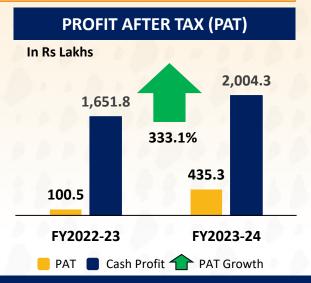




Key Highlights – FY2023-24 (Y-o-Y Basis)









RESULTS PERFORMANCE UPDATE

Q4 FY2023-24 Results :

- Q4 FY2024 : Revenue increases by 5.4% on YoY basis, PAT increases by 220.9% on YoY basis, Cash Profit increase by 48.6% on YoY basis.
- Q4 FY2024 : Quarterly Gross Transaction Value (GTV) crossed Rs. 13,767.9 Crores, Quarterly No. of Transactions crossed 3.3 Crores.

FY2023-24 Results :

- FY2024: Revenue increases by 8.2% on YoY basis, PAT increases by 333.1% on YoY basis, Cash Profit increase by 21.4% on YoY basis.
- FY2024: Annual Gross Transaction Value (GTV) crossed Rs. 55,209.9 Crores, Annual No. of Transactions crossed 13.2 Crores.
- Revenue and Profitability has improved on YoY as well as QoQ basis. The growth in margins and
 profitability shall continue as we scale up our network and operating leverage kicks in. Appointed Master
 Franchisees in 437 Districts across 28 States across the Country. Master Franchisee to provide on-ground
 operational support to the existing franchisee outlets as well as drive new franchisee acquisition. Plan to
 achieve 100% District coverage by March 2025.
- Our Current Focus has been on Expanding our Presence through Building Master Franchisee network & to Strengthen our First Mover Advantage, resulting in strong on-ground operational management as well as better growth scalability in future.
- Launch of "VISION 2030": Our Vision 2030 target is to reach 3 lakh + outlets along with Minimum 15,000+ ATMs. With this, Our plan is to achieve a Revenue target of US\$ 1 Billion by 2030 along with a Gross Transaction Value of more than US\$ 150 Billion.



GROWTH STRATEGY UPDATE

UPDATE ON BUSINESS STRATEGY: STRATEGIC GROWTH INITIATIVES

Update on Acquisition of Vortex Engineering Private Limited

- Company has completed the acquisition of 8.8% equity share capital of Vortex Engineering Private Limited from the International Finance Corporation (IFC) ("Seller"). The Company is in process for acquisition of another ~85% equity share capital of Vortex Engineering Private Limited from other shareholders of the Company and post acquisition the total shareholding will increase to ~93%.
- This is a strategic investment which will help the Company to have a backward integration in place and thereby unlocking future growth opportunities, leverage the cost synergies and technology know-how.

Foray into Sourcing and Distribution of Private label and White Label Products

- To launch our own Private label and White label category of products in Consumer and Retail segment
- To leverage our Vakrangee kendra Franchisee as well as Master Franchisee network for distribution of our own Private label branded E-Commerce consumer and retail products.

UPDATE ON FUND RAISING THROUGH PREFERENTIAL ALLOTMENT

Preferential Allotment of Convertible Warrants to Promoter & Non - Promoter Category

- The Company has allotted the 6,00,00,000 Convertible Warrants ("Warrants"), at an issue price of Rs. 27/- per Warrant for an aggregate amount of up to Rs. 162 Crores, each convertible into equal number of equity shares having face value of Re. 1/- each to Promoter & Non Promoter Category on 30th March 2024.
- The conversion of warrants into equity shares is to be done, in one or more tranches, before the expiry of eighteen (18) months from the date of allotment of warrants in terms of SEBI ICDR Regulations.
- The Warrant Holder have paid the part consideration and have applied for exercising their rights for conversion of warrants into equivalent number of Equity Shares.
- The Company has approved the allotment of 5,01,567/- equity shares pursuant to conversion of Warrants.



VAKRANGEE KENDRA - PERFORMANCE UPDATE

VAKRANGEE: PHYSICAL + DIGITAL ECO-SYSTEM
"GO TO MARKET PLATFORM": BUILDING INDIA'S LARGEST LAST MILE
DISTRIBUTION PLATFORM

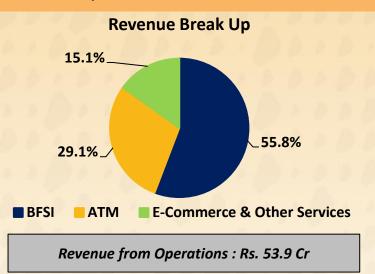
PERFORMANCE UPDATE FOR FY2023-24

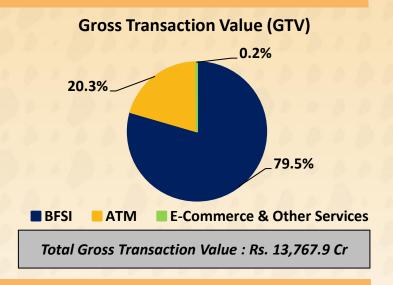
Our		Total No. of Outlets	Presenc	ce in States/UTs	Presence in dist	ricts	Presence in Tier IV & VI	
Presence*	7	21,653		31	. 571		~83%	
Our		Total Transactions		Total GTV		No. of Master Franchisee (Districts Covered)		
Platform – Key KPIs	7	~ 13.2 Cr		~ Rs. 55,			437	
		No. of ATMs	Total	Transactions	Total GTV		Presence in Tier IV & VI	
ATM		NO. OI ATIVIS	iotai	ITAIISACUOIIS	iotal G1V		Presence in ther IV & VI	
Service	7	6,487	~ 4.5 Cr		~ Rs. 11,876.9 Cr		~76%	
Banking		No. of Account opened		of Insurance / n Schemes sold	Total Transactions		Total GTV	
Service	7	~ 14.1 Lakhs	~ 13	3.8 Lakhs	~ Rs. 8.4 (Cr	~Rs. 43,171.6 Cr	



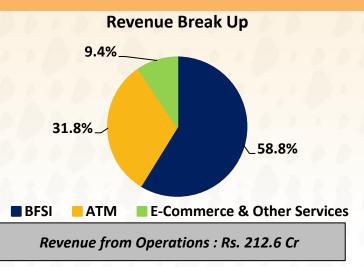
VAKRANGEE KENDRA – PERFORMANCE UPDATE

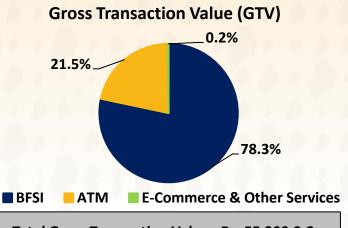
Q4 FY2023-24: REVENUE & GROSS TRANSACTION VALUE CONTRIBUTION BREAK-UP





FY2023-24: REVENUE & GROSS TRANSACTION VALUE CONTRIBUTION BREAK-UP





Total Gross Transaction Value: Rs. 55,209.9 Cr



CONSOLIDATED FINANCIAL STATEMENTS

Key Profit & Loss Statement Items

Particulars (Rs. in Lakhs.)	Q4 FY2023-24	Q4 FY2022-23	YoY%	FY2023-24	FY2022-23	YoY%
Total Income	5,460.4	5,179.5	5.4	21,492.1	19,870.5	8.2
Total Expenses	5,209.7	5,112.2	1.9	20,960.3	19,602.5	6.9
EBIDTA	832.3	557.3	49.3	2,872.1	1,970.9	45.7
Profit before Tax (PBT)	218.6	67.3	224.8	586.3	268.0	118.8
Tax Expenses	(0.5)	(1.0)	(50.0)	151.0	167.5	(9.9)
Profit after Tax (PAT)	219.2	68.3	220.9	435.3	100.5	333.1
Cash Profit (PAT + Depreciation)	604.6	406.8	48.6	2,004.3	1,651.8	21.3

Key Balance Sheet Items

Particulars (Rs. in Lakhs)	FY2023-24	FY2022-23
Net Worth	16,211.1	12,385.1
Share Capital	10,595.1	10,595.1
Other Equity	5,616.0	1,799.0
Total Debt	1,205.7	5,777.1
Long Term Debt	760.4	1,242.9
Short Term Debt	445.3	4,534.2
Other Non-Current Liabilities	1,836.9	2005.4
Total Sources of Funds	19,253.7	20,167.6

Particulars (Rs. in Lakhs)	FY2023-24	FY2022-23		
Fixed Assets	12,443.1	13,491.0		
Other Non-Current Assets	1,862.8	1,406.3		
Inventory	70.6	220.8		
Trade Receivables	4,388.7	4,007.5		
Cash & Cash Equivalents	4,868.0	3,575.5		
Other Current Assets	6,366.3	7,105.3		
Less: Trade Payables	1,936.6	1,824.3		
Less: Other Current Liabilities	8,809.2	7,814.5		
Net Current Assets	4,947.8	5,270.3		
Total Application of Funds	19,253.7	20,167.6		

Fiscal Year (FY) is 12 months ending March



COMPANY OVERVIEW



COMPANY'S JOURNEY SO FAR

PHASE 1: 1990-2011

PHASE 1 : EMERGED LEADER IN E-GOVERNANCE BUSINESS

- Vakrangee Ltd: Incorporated as a System Integrator for E-Governance Projects
- Worked on Key Mission Mode projects of the Government such as :
 - Central Election
 Commission
 - MCA-21 for Ministry of Corporate Affairs
 - Rashtriya Swasthya Bima Yojna (RSBY)
 - Digitization of Land and Revenue records
- Worked on Project Passport Seva Kendra (PSK)
- Won UID Enrolment Project for enrolling Aadhaar

PHASE 2: 2012-2018

PHASE 2 : BUILDING KENDRA BUSINESS ALONG WITH E-GOVERNANCE

- Company ventured into G2C & B2C services through Common Service Centers
- Received the BC Banking mandate and started BC Point Banking services through these Centers
- Non-Exclusive Store in Store Format outlets
- Emerged National Business Correspondent partner to major PSU banks
- Executed projects such as PMJDY – Financial Inclusion and UIDAI Aadhaar Enrollment services through these Outlets
- Received RBI license for White Label ATMs
- Added Various B2C services such as Assisted ecommerce, Bus ticket booking, mobile and DTH recharge

PHASE 3: 2019-2022

PHASE 3 : NEXTGEN VAKRANGEE KENDRA BUSINESS

- Planned as an exclusive store model with Standardized Consumer & Service experience
- Launched NextGen Kendra with standard branding, Exclusive store layout as well as signage
- Multi-line of services –
 Banking, E-Governance,
 Insurance, E-Commerce,
 Total Healthcare & optional
 ATM services
- Tie-up for Banking Business Correspondent with Private Banks such as SBM Bank (India) Ltd. & NSDL Payments Bank Ltd.
- Launch of Digital Platform : BhrartEasy Super Mobile App

PHASE 4: 2023 (POST DEMERGER)

PHASE 4 : NEXTGEN VAKRANGEE KENDRA & DIGITAL APP BUSINESS

- Demerger to unlock the potential of the Core Vakrangee kendra & Digital App Business
- Kendra Business is Retail centric Consumer facing business. It is an Asset Light Franchisee led business model
- Appointing Exclusive District Level Master Franchisees across the country. Plan to achieve 100% District coverage by March 2025!
- Clear Focus on expanding and Building India's Largest Last Mile Rural distribution platform





VAKRANGEE KENDRA – SCOPE OF SERVICES







Tele Medicine / Pharmacy

PAN INDIA PRESENCE:

- 83% IN TIER 4-6 LOCATIONS
- **5,444 POSTAL CODES**
- **571 DISTRICTS**



PHYSICAL + DIGITAL **ECO-SYSTEM**

"GO TO MARKET PLATFORM": BUILDING INDIA'S LARGEST LAST MILE DISTRIBUTION PLATFORM

FOR FY2023-24

21,653 LAST MILE PHYSICAL **OUTLETS**

~13.2 CR **TOTAL TRANSACTIONS** ~Rs. 55,209.9 CR **GROSS TRANSACTION VALUE**

~US\$ 6.7 BN ANNUALIZED GROSS TRANSACTION VALUE



VAKRANGEE KENDRA – SCOPE OF SERVICES

BFSI & ATM SERVICES





White Label ATM Operator

- **ATM Cash Withdrawal**
- **Non-Financial Transactions**



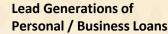








- **Opening of Online Demat & Trading Account**
- **Money Transfer**



- **Pan Card Service**
- **CIBIL Score service**







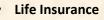


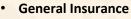






















Health Insurance











- **Account Opening**
- Cash Withdrawal/ Deposit Services
 - **Other Banking services**















VAKRANGEE KENDRA – SCOPE OF SERVICES

ASSISTED E-COMMERCE SERVICES







Mobile Super App)



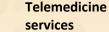


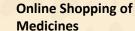
Online Shopping of Goods



















Mobile/DTH Recharge

Bill Payments

E-Mitra services in Rajasthan









- **Train Ticket Booking**
- **Bus Ticket Booking**
- Flight/Hotel Ticket **Booking**







Online Agriculture Product & Services



VAKRANGEE KENDRA (VK) MODEL : NEW LOOK & FEEL

MODEL 1 : VK WITH ATM WITH PRIVATE BANK BC POINT

MODEL 2: VK WITHOUT ATM WITH PSU BANK BC POINT

MODEL 3: VK WITHOUT ATM WITH PRIVATE BANK BC POINT

MODEL 4: ONLY ATM









Min Area required 65-80 sq. ft.

Key Features:

- Exclusive Dedicated Outlet for Banking BC point services
- Exclusive dedicated outlet for ATM & Other services. Design provision such that ATM can be operational for extended hours

Min Area required 25-30 sq. ft.

Key Features:

- ATM at outlet located within the store
- Potential to enhance the footfall significantly
- CCTV Monitoring system

Highly Recommended : Store Exclusivity with Consistent Branding



- Exclusive store model has Higher Earning Potential and Higher Success
- Dedicated Exclusive outlet for Banking BC point services only.
- Delivers Standardize service level and same customer experience.
- Standardized layout and design by L&H (Lewis & Hickey)



VAKRANGEE KENDRA - KEY FEATURES

KEY FEATURES

STORE EXCLUSIVITY & CONSISTENT BRANDING



Exclusive Banking BC Point Outlet

- Exclusive Outlet for ATM and all other services
- Standardized Customer experience with same service level experience
- Uniform and Consistent Branding for Higher brand recall and visibility

ATM IN OUTLET (OPTIONAL)



- ATM at store
- Potential to enhance the footfalls significantly
- Additional stream of revenues for both the Franchisee and the company

CCTV MONITORING
SYSTEM



CCTV Monitoring System

- Better Security at the store
- Full compliance with RBI guidelines to maintain more than 90 days video recording back up

DIGITAL ADVERTISING



Digital Signage to enable centrally monitored advertisement campaigns

- To enhance the interaction between Customers and Partners
- Focus to initiate advertising revenue

PIN-PAD DEVICES



- To enable various kinds of payment modes at any Vakrangee Kendra
- Integration in process to start accepting RuPay / Debit / Credit card payments



Vakrangee Kendra : Long Term Sustainable & Profitable Business Model

- With the development of the Digital Economy, India is fastly moving towards Digital Payment Mechanisms and Emerging as a Cashless Society.
- With the fast pace of digital payment penetration, Cash transactions such as ATM & Banking transactions are expected to witness slow down. Therefore, there would be profitability & viability challenges for standalone business models such as only White Label ATMs, only Banking (AEPS) provider, only Money Transfer providers which are dependent on cash transactions.
- Vakrangee is future ready with a clear focus on building long term sustainable & profitable business model.
 - Non-Cash based Banking Offering such as Account Opening, Loan Product, Insurance Services, Fixed Deposits
 & NPA Recovery
 - No dependency on single line of product or services such as ATM or Banking Services.
 - Wide portfolio of product & services such as Online Shopping, Total Healthcare Services, Bill Payments,
 Online Travel Services, Mobile Recharges, CIBIL Score services, Pan Card Services, Online Opening of Demat
 & Trading Account Opening Services and many more
 - Highest commission in the industry

BENEFITS OF VAKRANGEE OVER OTHER PLAYERS							
Sr. No.	Particular	Vakrangee	Only WLA Peers	Only DMT & AEPS Peers			
1	Multiple Line of Product & Services	✓	×	×			
1.1	Non-Cash based Banking Offering	✓	×	×			
1.2	Online Shopping & Other E-Commerce Services	✓	×	×			
2	Highest Commission in the industry	✓	×	×			



UPDATE ON MASTER FRANCHISEE INITIATIVES



- LAUNCH OF NEW ATTRACTIVE MASTER FRANCHISEE SCHEME: A UNIQUE LIFETIME EARNING OPPORTUNITY
 WHEREBY THE MASTER FRANCHISEE IS ELIGIBLE TO EARN A % OF ACTIVE FRANCHISEE'S EARNINGS ON A ONGOING PERPETUAL BASIS
- DISTRICT LEVEL MASTER FRANCHISEE BEING APPOINTED. THIS INITIATIVE WOULD LEAD TO HELP US SCALE AT A FASTER PACE AND EXPAND ON A PAN INDIA BASIS
- MASTER FRANCHISEE SHALL BE RESPONSIBLE FOR END TO END MONITORING AND ENSURING OPERATIONAL
 COMPLIANCES FOR THERE RESPECTIVE FRANCHISEES



UPDATE ON MASTER FRANCHISEE INITIATIVES

- APPOINTED MASTER FRANCHISEES IN 437 DISTRICTS ACROSS 28 STATES ACROSS THE COUNTRY*.
- MASTER FRANCHISEE TO PROVIDE ON-GROUND OPERATIONAL SUPPORT TO THE EXISTING FRANCHISEE OUTLETS AS WELL AS DRIVE NEW FRANCHISEE ACQUISITION.
- THIS WOULD LEAD TO HELP US SCALE AT A FASTER PACE AND EXPAND ON A PAN INDIA BASIS.

Plan to achieve 100% District coverage by March 2025!

Note - *As on 31st March, 2024

MASTER FRANCHISEE DISTRICT LEVEL OFFICES



AB POORI DUNIVA PADOS MEIN

Authorized Vakrangee Master Franchisee

There: A REMAY AGRAMA!

MORE A BROOKE CORRECT SURGEST

SURGEST OF OUT STORES

SURGEST OF OUT STORES

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Vakrangee

Kendra

AB POORI DUNIYA PADOS MEIN

Authorized Vakrangee Master Franchisee

SUMITRA FAREFIN DIST.-MUZAMARANI

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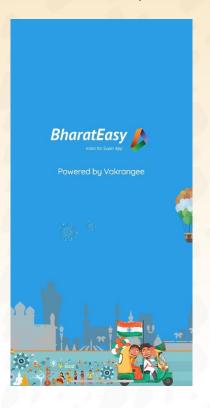
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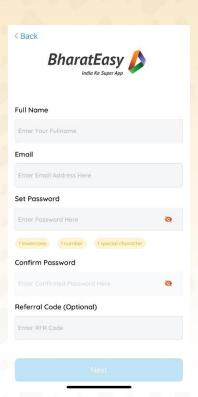
District : Balaghat State : Madhya Pradesh District : Surguja State : Chhattisgarh District : Muzaffarpur State : Bihar



UPDATE ON BHARATEASY MOBILE SUPER APP

- Vakrangee is launching an online digital platform to enable seamless services for the consumer at the comfort of their homes. Through this, company has evolved into the unique O2O (Online to Offline) platform, whereby there is Assistance available through the Physical Kendra network along with Digital Online Services.
- The Company has currently launched an upgraded Beta Trial Version of "BharatEasy" Mobile Super App" based business platform.
- The Mobile super app platform would be offering various consumer products and services under one umbrella.
 Consumers would use it every day because our app would offer a seamless, multi-service, integrated, contextualized and efficient experience.









BUSINESS MODEL: OUR UNIQUE OFFERING

Customer



BharatEasy Mobile Super App



Strong Value Proposition

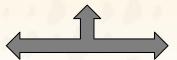
- All in One Super App Platform
- Access to Physical Store network Trust & Comfort for Customers especially in Rural India

Unique Convenience Features : Leveraging the Vakrangee Eco-System

- Store Pick Up Facility
- Pay at Store (Cash)
- Order Return facility
- Courier Pick up / Drop Facility
- Physical Assistance Available
- Grievance / Helpdesk Facility

Service Partners

- Super App: Multi Category Offering
- Online Shopping
- · Total Healthcare
- Banking / Insurance / Money Transfer
- Bill Payments / Recharges
- Loan Products / Mutual Funds
- Travel / Entertainment / Events
- Agri Products
- Courier Services
- Online Education





Vakrangee Kendra Network

- Master Franchisees 437
- Store Network 21,653 outlets



VISION 2030 : GROWTH TARGETS



VISION 2030

764

Number of Exclusive District
Level Master Franchisees

3,00,000 -

Vakrangee Kendras

15,000

Number of ATMs

US\$ 1 BN •

Revenue from Operations

US\$ 150 BN •

Gross Transaction Value (GTV)

Building Digital Platform

BharatEasy Mobile Super App

100% Population to be covered ←

PAN India coverage through Last Mile Physical Vakrangee Kendra Outlets along with Digital BharatEasy Mobile Super App Platform

- Vakrangee has emerged as
 One of India's Largest last mile
 distribution platform with a
 Physical as well as Digital eco system in place with a Pan
 India Presence.
- Vakrangee aims to be most trustworthy Physical as well as Digital Convenience store across India. We will keep expanding this network until we are close proximity to the last excluded person within the country.





HUGE UNTAPPED MARKET: OVERALL MARKET POTENTIAL



Total No. of Gram Panchayat : 2,50,000+

Total No. of Urban Wards: 50,000+

Total Districts: 764

Total Outlet Potential: 3,00,000+



No. of Vakrangee Kendra outlets: State-wise targets



VISION 2030 : GROWTH TARGETS

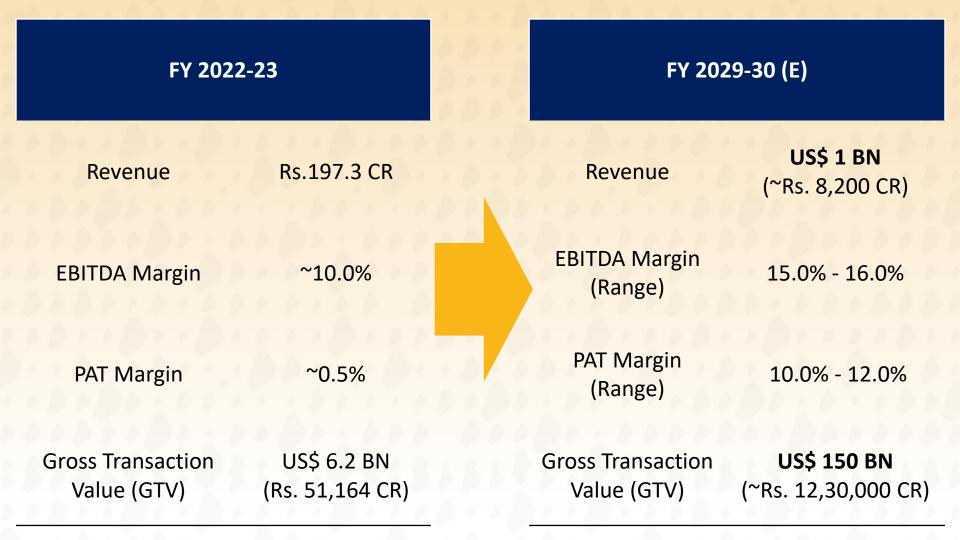
DETAILED EXPANSION PLAN

Sr. No.	Particulars	As on March 31, 2023	As on March 31, 2024	FY2024-25 Est.	FY2025-26 Est.	FY2026-27 Est.	FY2027-28 Est.	FY2028-29 Est.	FY2029-30 Est.	
	Cumulative									
1	Master Franchisee (Exclusive District Level Business Partner)	158	437	764	764	764	764	764	764	
2	Vakrangee Kendra Outlets (Exclusive Standarized Outlet): Same Look & Feel	20,399	21,653	37,000	57,000	85,000	1,30,000	2,10,000	3,00,000	
3	No. of White Label ATMs	6,324	6,487	9,000	11,000	13,000	15,000	15,000	15,000	



VISION 2030 : GROWTH TARGETS

FINANCIAL GROWTH PLAN





UPDATE ON SUSTAINABILITY ESG INITIATIVES

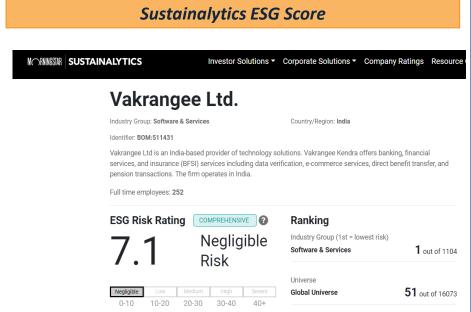


SUSTAINABILITY ESG PERFORMANCE UPDATE

VAKRANGEE ESG PERFORMANCE UPDATE



Vakrangee has earned a **"S&P Global Bronze Class"** spot in the yearbook and has score 78 ESG Score (<u>S&P Global Scores</u>) in the Corporate Sustainability Assessment (CSA) survey.



Source Link: https://www.sustainalytics.com/esg-rating/vakrangee-ltd/1028256073

VAKRANGEE EARNS BRONZE CLASS SPOT IN SUSTAINABILITY YEARBOOK 2022 BY S&P GLOBAL

Sustainability Award
Bronze Class 2022

S&P Global

Vakrangee Limited has been honored to be included in Sustainability Yearbook 2022, published by S&P Global.



KEY INITIATIVES: SUSTAINABILITY IMPACT & ESG

Being Responsible & Social Conscious Company

Being one of the largest franchisee-based, multi-service retail network, Vakrangee is focused on creating India's extensive network of last-mile retail outlets at every postal code in the country, enabling Indians to benefit from financial, social and digital inclusion.

Being UNGC Signatory Member

- Vakrangee Limited has been accepted as a Signatory of the United Nations Global Compact.
- We are now part of a global network of over 9,500 companies and 3,000 nonbusiness participants that are committed to building a sustainable future.

Independent ESG Risk Assessment & Integrated Report Assurance

- Earned a "S&P Global Bronze Class" spot in the yearbook and has score 78 ESG Score in the Corporate Sustainability Assessment (CSA) survey.
- Reasonable Assurance of Integrated Annual report of FY23 by Grant Thornton.

We have mapped our sustainability initiatives with the United Nation's Sustainable Development Goals. Our aim is to efficiently adopt these goals and address the global challenges, which includes poverty, inequality, climate, environmental degradation, prosperity, and peace and justice.



Thank You